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From: Deputy Commandant, Combat Development and Integration (DC, CD&I)
To: Distribution List

Subj: CHARTER FOR THE SMALL WARS CENTER AND IRREGULAR WARFARE INTEGRATION
DIVISION (SWC/IWID)

Ref: (a) 35th Commandant of the Marine Corps Planning Guidance dtd Oct 2010
(b) Marine Corps Vision and Strategy 2025
(c) The Joint Operating Environment (JOE) 2008 dtd 25 Nov 2008
(d) 2006 Quadrennial Defense Review Irregular Warfare Execution Roadmap, dtd 28 Apr 2006
(e) 2012 Defense Strategic Guidance
(f) DOD Instruction 3000.05 "Stability Operations" dtd 16 Sept 2009
(g) DOD Directive 3000.07, "Irregular Warfare", dtd 8 Dec 2008
(h) Irregular Warfare: Countering Irregular Threats Joint Operating Concept v2, dtd 17 May 2010
(i) MCO 5710.6B, Security Cooperation
(j) MCO 5311.6 Advocate and Proponent Responsibilities (Draft, Aug 2012)
(k) Decision Paper, Director Capability Development Directorate regarding guidance on initial operating capability of CIWID, dtd 1 March 2011
(l) MARADMIN 454/11, Institutionalization, Consolidation and Strengthening of Marine Corps Irregular Warfare and Security Cooperation Organization

1. Situation

a. DC, CDI is the service advocate for IW. This charter provides guidance on the mission, functions, and organization of the U.S. Marine Corps Small Wars Center **and** Irregular Warfare Integration Division (SWC/IWID), Capabilities Development Directorate, Deputy Commandant, Combat Development and Integration. It assigns responsibilities and authorities to the Director, CDD for oversight, coordination, funding, personnel and administration. It changes the name from Center for Irregular Warfare Integration Division (CIWID) to SWC/IWID to reflect the Corps long standing legacy and expertise in the conduct of small wars.

b. As described in references (a) thru (e), it is evident that adaptive adversaries such as terrorists and insurgents, as well as criminal networks and states and non-state actors will increasingly resort to irregular forms of warfare as effective ways to challenge conventional military forces. Advances in technology and increasing willingness of non-state actors to use methods in combinations will render such hybrid threats more lethal and capable of producing widespread chaos making them difficult to counter. The future operating environment requires Marines to combine and integrate capabilities in different ways for effective application against irregular and hybrid threats. There are five principal activities or operations that are undertaken in sequence, in parallel, or in blended form in a coherent campaign

Subj: CHARTER FOR THE SMALL WARS CENTER AND IRREGULAR WARFARE INTEGRATION
DIVISION (SWC/IWID)

to address irregular threats: Stability Operations (StabOps), Foreign Internal Defense (FID), Counterinsurgency (COIN), Counterterrorism (CT), and Unconventional Warfare (UW). In addition to these five core activities, there are a host of key related activities and processes including strategic communication, information operations, psychological operations, civil-military operations, support to law enforcement, intelligence, and counterintelligence operations that Marines may employ and utilize to counter irregular and hybrid threats. Subsequently, references (f) thru (h) provide guidance to the Services that seek to institutionalize Irregular Warfare (IW) capabilities.

c. The Marine Corps is required to provide forces to the Combatant Commanders to operate effectively across the range of military operations, with focused capabilities targeted at the nominal center of the spectrum where references (c) and (e) indicate there will be activities that are more lethal requiring combined methods, namely; COIN, Security Force Assistance (SFA), FID, and StabOps. There are indications that Marines will also support efforts in UW and CT, as well conduct operations otherwise performed by U.S. Special Operations Command Forces.

d. In 2007, the United States Marine Corps established the Center for Irregular Warfare (CIW), under Commanding General, Marine Corps Combat Development Command (CG, MCCDC). In 2010, the Commandant tasked the Force Structure Review Group (FSRG) to strengthen and consolidate IW organizations and functions. As a result, the CIWID achieved Full Operating Capability in October 2011 in order to institutionalize activities of IW in accordance with reference (a). References (k) and (l) contain this initial guidance and framework for the organization that includes activities inherent in a Center for Irregular Warfare as well as a capability development and integration division. This charter further refines the guidance and distinguishes the Small Wars Center from the Integration Division to include title, mission and functions.

2. Mission. SWC/IWID identifies, coordinates, and integrates IW, Information Operations (IO), Civil Affairs (CA), Public Affairs (PA), Combat Camera (COMCAM) capability development initiatives across Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) within the Marine Corps in order to enhance Service capabilities and capacities to conduct operations against irregular, hybrid or conventional adversaries.

3. Execution

a. Commander's Intent

(1) Per reference (a) the intention is to institutionalize and strengthen IW and related capabilities across the operational spectrum with particular emphasis on small wars and irregular warfare operational challenges. SWC/IWID will do so primarily by coordinating and supporting improvement and integration of IW activities into training and education programs and curricula, through research of best practices, supporting doctrinal development, and providing subject matter expertise to Marine leaders and organizations. As appropriate, it will influence material capabilities development.

(2) Director, IWID is Deputy Commandant, Combat Development and Integration (DC, CD&I) designated lead for capability development and

Subj: CHARTER FOR THE SMALL WARS CENTER AND IRREGULAR WARFARE INTEGRATION
DIVISION (SWC/IWID)

integration of IW across the DOTMLPF spectrum within the Marine Corps Force Development System (MCFDS).

(3) The Small Wars Center serves as a source of subject matter expertise (SME), and represents Commanding General, Marine Corps Combat Development Command (CG, MCCDC) to appropriate USMC, joint, interagency and multinational partners on IW related matters. The Center conducts outreach to other military and civilian entities with a shared interest in irregular warfare.

b. Concept of Operations. The SWC/IWID performs **functions** with specific emphasis on doctrine, training and education, assessments, outreach, and select material integration of COIN, STAB, SFA/FID, support to CT/UW and IO, CA, PA and COMCAM capabilities. In this role it advises leadership, influences policy, assists in identifying training and education IW gaps and requirements, assesses service capabilities to conduct IW, maintains an IW Community of Interest, and represents the service in all aspects of IW.

(1) Serves as integrator and proponent for assigned Service IW doctrine in accordance with MCBul 5600 and MCBul 5603.

(2) Provides advice and recommendations to DC, CD&I on the development of Marine Corps IW capabilities and capacities.

(3) Consults and coordinates across the training and education continuum with Training and Education Command (TECOM) to identify IW related training and education gaps and requirements.

(4) Conducts and provides support to Capability Based Assessments (CBA) conducted under the auspices of MCFDS by providing SME's to assist in identifying capabilities and capability gaps associated with IW, IO, CA, PA and COMCAM.

(5) Establish an IW Community of Interest (COI) by chairing an Advisory Group (IWOAG) composed of representatives from DC, Plans, Policies and Operations (PP&O), DC, CD&I, Marine Forces Command (MARFORCOM), Marine Corps Intelligence Agency (MCIA), and Marine Corps Systems Command (MARCORSYSCOM) to foster interaction and collaboration across the force and the MCFDS. The advisory group will make recommendations for change across DOTMLPF pillars via DC, CDI.

(a) This advisory group will provide relative expertise and insight to CD&I to assist in the development of concepts, future defense scenarios, Program Objective Memorandum (POM) cycles and plans.

(b) Via the Small Wars Center, the IWOAG maintains professional relationships with joint, interagency, multi-national, training, education, intellectual, research, media, non-governmental, and international organizations that have a professional interest in IW to foster a better understanding of IW related operations, training and education and best practices.

(6) Provides SME, insights, and oversight for establishing and developing the Marine Corps role within larger whole-of-government and operations and activities concurrent with the interagency.

Subj: CHARTER FOR THE SMALL WARS CENTER AND IRREGULAR WARFARE INTEGRATION
DIVISION (SWC/IWID)

c. Responsibilities

(1) Director Combat Development Directorate (CDD), DC, CD&I. Provides direction, oversight, personnel and funding of the SWC/IWID.

(2) CG, TECOM.

(a) Coordinate with the Director, SWC/IWID on all matters pertaining to IW gaps and requirements identification.

(b) Coordinate with other services, Joint, and training institutions to ensure IW training and education is optimized to support MAGTF operations.

(c) Retain primary authority for the oversight, development, and implementation of resident and non-resident IW courses of instruction supporting training to MAGTF commanders, their staffs, and IW subject matter experts as part of the IW training curriculum.

(d) Given current temporary collocation of SWC/IWID at 2300A Louis Road with Training Command, provide infrastructure and facilities support to Dir, SWC/IWID when requested.

(3) Director, SWC/IWID.

(a) Develop and integrate IW, IO, CA, PA and COMCAM capabilities. Provide comment and recommendations on USMC, joint, and other service IW concepts and doctrine.

(b) Provide opportunities for shaping, dialog and discourse throughout the institution through discussions, writings, on-line web portals, and other means/media as needed and available.

(c) Advise Director, CDD and DC, CD&I on USMC IW capabilities as they relate to joint, other service, and interagency capabilities.

(d) Identify gaps and requirements requirement for training/educating Marines to effectively conduct IW activities in the complex operating environment. Assist as required in the assessment of curriculum which supports IW training and education. Make recommendations for adjustment and augmentation to curriculum in order to achieve operational requirements and strengthen interoperability with civilian and military actors.

(e) Review and comment on CG, TECOM Programs of Instruction (POI) and Training Readiness (T&R) Manuals that contain IW related training and education. T&R approval authority remains with CG TECOM and operating forces. POI and curriculum approval authority for schools and programs remains with CG TECOM, President Marine Corps University (MCU)/Education Command (EDCOM), and CG Marine Air Ground Task Force Training Command (MAGTFTC).

(f) Assist in the design and maintenance of curricula in individual and unit training programs and Marine Corps schools to prepare personnel for StabOps, in coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and the Chairman of the Joint Chiefs of Staff Instruction (CJCSI).

(g) Provide educational expertise on IW related curriculum as requested. Produce and distribute associated doctrine, concepts, handbooks

Subj: CHARTER FOR THE SMALL WARS CENTER AND IRREGULAR WARFARE INTEGRATION
DIVISION (SWC/IWID)

and other printed materials in support of TECOM and other venues that assist in the knowledge and awareness of the Corps small wars legacy and IW.

(h) Coordinate implementation and execution of Department of defense (DOD) or Joint Chief Staff (JCS) IW related directives and instructions to the Service.

(i) Ensure USMC IW capabilities are accurately presented to other military services, Office of Secretary of Defense (OSD), and United States Government (USG) agencies for informational awareness and decision. Support Marine components in formulating appropriate sourcing solutions for combatant command IW requirements and IW aspects of operational plans.

(j) Participate in the following IW advisory bodies: Irregular Warfare Executive Steering Committee Working Group (IWESC), Counter Improvised Explosive Devices (C-IED) Operational Advisory Group (OAG), Command Element Advocacy Board (CEAB) , Combined Operations Advisory group (COAG), Security Force Assistance Working Group (SFAWG) and other joint and service IW groups in order to facilitate information exchange related to irregular warfare through the establishment of an IW Community of interest and associated web page and processes.

(k) Upon request, participate in and support seminars, conferences, speakers, and workshops and assist education and training schools and centers and operating force unit leaders in the development of programs to improve Marines' abilities and unit capabilities to conduct IW and improve non-kinetic battlefield effects operations. Provide education and training expertise to TECOM and other USMC organizations as required.

(l) Within capabilities, conduct liaison with OSD, other service and USG organizations where appropriate in order to identify, analyze and integrate "best practices" from other services, interagency elements in the USG, and academic organizations in support of Capability Based Assessments conducted under the auspice of MCFDS.

(m) Establish and maintain relationships with DoD, other USG agencies, and relevant non-governmental organizations and international organizations and coalition partners to ensure Marine Corps operating forces effectively leverage interagency capabilities during training and operations.

(n) Maintain and manage the USMC Small Wars Center Website as a means of providing a depository and interactive ability for common Small Wars and IW information, policy, directives, doctrine and IW service and joint related IW efforts and initiatives.

(o) In coordination with CDD and marine Corps Warfighting Laboratory (MCWL), sponsor an annual IW focused wargame to assist in identifying and solving IW related gaps and solutions for institutionalization. Provide study report to DC, CDI. Ensure findings are incorporated into the capability development process.

d. Coordinating Instructions. None.

4. Administration and Logistics. Funding this activity is a CDD, DC, CD&I responsibility.

Subj: CHARTER FOR THE SMALL WARS CENTER AND IRREGULAR WARFARE INTEGRATION
DIVISION (SWC/IWID)

5. Command and Signal

a. Director, SWC/IWID establishes Direct Liaison Authorized (DIRLAUTH) as required with HQMC, Marine Corps major subordinate commands, joint, interagency and multinational organizations consistent with this Charter.

b. Director, SWC/IWID has DC, CD&I "By direction" authority for all matters germane to IW and associated activities.

c. This effort is a Total Force initiative.

d. This charter is effective upon date of signature.

RICHARD P. MILLS
Lieutenant General
Deputy Commandant for
Combat Development and Integration

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